

C O U N C I L C O M M U N I C A T I O N

TO : THE CITY COUNCIL
FROM: THE CITY MANAGERS OFFICE

COUNCIL MEETING DATE
December 21, 1988

SUBJECT: ADOPT RESOLUTION APPROVING CLASS SPECIFICATIONS AND SETTING SALARY RANGE FOR
 THE POSITION OF PERSONNEL ANALYST

PREPARED BY: City Manager

RECOMMENDED ACTION: That the City Council authorize the addition to the work force of the position of Personnel Analyst, and approve the class specification and salary range for same.

BACKGROUND INFORMATION: At its regular meeting of November 2, 1988, the City Council heard a recommendation for a mid-year staff addition in the Personnel Department. The attached Council Communication (Exhibit 1) sets forth the justification for this new position of Personnel Analyst. The Council deferred action at that meeting to become more familiar with the personnel operation prior to making its decision. Mid-year staff additions are extraordinary. Normally, requested new positions are brought to the City Council only as part of the budgetary process. This situation is unusual. As mentioned in the attached Council Communication, when we launched the recruitment for a new Personnel Director we advised the City Council that one of the first assignments of the person hired would be to evaluate the existing operation and staff and then recommend appropriate action where attention was needed.

This position, if approved, will represent the first addition to the professional staff in the personnel operation since the office was established 21 years ago. At that time, the City's work force numbered 226. Today it stands at 367, an increase of 62%. During the same period, the City's population has grown from 27,000 to 50,000, an increase of 85%. Population growth translates to heightened activity in the personnel office in the form of more requests for job opportunity information and greatly increased responses to advertised vacancies, particularly entry-level positions. In addition, the personnel administration function has become increasingly more complex than it was two decades ago. Such areas as affirmative action, equal opportunity employment, employee rights, test validity, the Peace Officers Procedural Bill of Rights, an emerging body of civil rights law, and others either did not exist then, or were given far less formal attention. In fact, the Meyers-Millias-Brown Act which put in place the requirement for negotiating with employees on wages, hours and other terms and conditions of employment was not in effect when this office was established. While the Assistant City Manager is the City's chief negotiator, the personnel office has the responsibility for the day-to-day administration of the six memorandums of understanding which are constantly in place.

The present turn-over rate in City employment is 9% which equates to 33 full-time positions which must be filled annually. In addition, the City Council authorized staff increases of 14 positions in 1987-88 and 16 in 1988-89. At the present time the City has 18 authorized unfilled positions. The Personnel Director is devoting full-time to filling these vacancies which takes her away from the primary purpose of that position which is to develop and maintain a totally professional personnel operation.

By the time of this City Council meeting, the Council will have had the opportunity to hear a staff presentation on this subject at the "Shirtsleeve" session of Tuesday, December 20, 1988. Staff will be prepared to answer any questions Councilmembers may have and to present whatever additional information might be requested.

Respectfully submitted,



Thomas A. Peterson
City Manager

TAP :br

Attachments

C O U N C I L C O M M U N I C A T I O N

EXHIBIT 1

TO: THE CITY COUNCIL
FROM: THE CITY MANAGER'S OFFICE

COUNCIL MEETING DATE
NOVEMBER 2, 1988

SUBJECT: ADOPT RESOLUTION APPROVING CLASS SPECIFICATIONS AND SETTING SALARY RANGE FOR
THE POSITION OF PERSONNEL ANALYST

PREPARED BY: City Manager

RECOMMENDED ACTION: That the City Council authorize the addition to the work force of the position of Personnel Analyst, and approve the class specification and salary range for same.

BACKGROUND INFORMATION: We have been aware for some time that the City's personnel office was understaffed. However, for various reasons we decided to postpone the request for additional staffing. At the time we launched the recruitment for a new Personnel Director we advised the City Council that one of the first assignments of the person hired would be to evaluate the existing operation and staff and then recommend appropriate action where attention was needed. The attached memo (Exhibit A) prepared by the Assistant City Manager summarizes the situation at this point and supports the recommendation that this position be approved at this time. Also attached (Exhibit B) is a copy of the recommended class specifications. The Assistant City Manager's memo presents the recommended control point based on supervisory differential. This results in a first-step total Compensation of:

A	B	C	D	E
\$2,241	\$2,353	\$2,470	\$2,594	\$2,724

Included in the attached memo are the results of a survey of nine valley cities in which the number of analysts in each city is listed. The analyst positions are in addition to the department head (Personnel Director) position. I agree with the Assistant City Manager's sentiment that such a request should be considered as part of the overall budget review process. However, I don't believe it to be in the City's best interest to wait until then. Such a schedule would mean that we would not have this filled until about a year from now. Filling this position now will provide a level of service to which job applicants, employees, retired employees, department heads and the public in general are entitled.

City Council approval of this new position will add significantly to the efficient operation of this important segment of the City's organization.

Respectfully submitted,

Thomas A. Peterson
City Manager

TAP:br
Attachments

COUNC464

EXHIBIT A

M E M O R A N D U M

TO : City Manager
FROM: Assistant City Manager
DATE: October 13, 1988
SUBJ: Addition of Personnel Analyst

We have known for some time that the staffing in the Personnel Office is inadequate. The decision was made not to add additional professional staff until we had a better idea of how the staff will be used and the functions to be performed.

Joanne Narloch has now been on board for two months; much of that time has been spent with department heads to determine the services which need to be performed to meet their needs and reviewing the policies and procedures in the personnel operation. The major deficiency Joanne has identified, and one that we all suspected, is that we have no formalized personnel policies and procedures, resulting in a "seat of the pants" operation.

There is currently no position control system in place. Our recruiting and selection procedures have provided a generally high quality work force. However, we have not followed legal guidelines and have run the risk of violating laws relative to equal employment opportunities. A policy needs to be developed on requesting and conducting classification studies and procedures.

In the area of discipline our record is less than stellar. Joanne is now providing guidance in handling such actions as the need arises.

We have no performance appraisal system; records are kept manually or using the word processor; employee and supervisory training in the areas of sexual harassment, discrimination, affirmative action, discipline, etc. are not being addressed.

In addition to the ongoing duties of administering and directing personnel functions, there is an immediate need to develop and write a set of modern day personnel rules and a personnel policy and procedures manual and to begin the process of automating the personnel functions.

Addition of Personnel Analyst
October 13, 1988
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There is a critical need for an additional professional level staff person to work in the area of recruitment, selection, classification and affirmative action. I recognize this should be handled as a budget request in the next budget. However, we need to begin upgrading this critical area now.

We have surveyed staffing levels and salaries in other personnel offices. The results are summarized below.

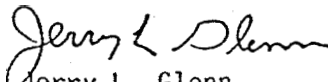
City	Number of Analysts	Per Number of Employees	Salary
Chico	1	268	2,983
Modesto	3	940	93,418
Redding	2	560	2,475
Roseville	3	485	2,760
Stockton	4	1,400	3,355
Tracy	1	250	2,798
Vacaville	1	320	2,642
Visalia	4	400	3,418
West Sacramento	1	205	2,817

This averages one analyst per 241 employees. The City of Lodi now has 357 budgeted positions.

An external comparison of these same cities shows the mean salary to be \$2,916.00. I have trouble with the small number of positions surveyed and prefer to use internal alignments. The differential between department heads and their assistants is between 70 and 75%.

Community Development Director	=	Chief Building Inspector	72.7
Finance Director	=	Assistant Finance Director	73.1
Parks & Recreation Director	=	Recreation Superintendent	69.3
Public Works Director	=	Chief Civil Engineer	70.3

Attached is a proposed class specification for a Personnel Analyst. A salary level equal to 71.5% of the Personnel Director control point would be \$2,724 per month. This salary is near that of the Accountant II position which has the same education and experience criteria.


Jerry L. Glenn
Assistant City Manager

JLG: br

Attachment

ACMMEM68

RESOLUTION NO. 88-174

A RESOLUTION OF THE LODI CITY COUNCIL
APPROVING CLASS SPECIFICATIONS AND SETTING SALARY RANGE
FOR THE POSITION OF PERSONNEL ANALYST

RESOLVED, that the City Council of the City of Lodi does hereby approve class specifications for the position of Personnel Analyst, as shown on Exhibit A attached hereto and thereby made a part hereof.

BE IT FURTHER RESOLVED that the City Council of the City of Lodi does hereby establish the salary range for Personnel Analyst as follows:

A	B	C	D	E
\$2,241	\$2,353	\$2,470	\$2,594	\$2,724

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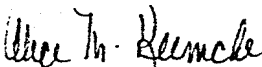
Dated: December 21, 1988

I hereby certify that Resolution No. 88-174 was passed and adopted by the City Council of the City of Lodi in a regular meeting held December 21, 1988 by the following vote:

Ayes: Council Members - Hinchman, Olson, Reid, Snider and
and Pinkerton (Mayor)

Noes: Council Members - None

Absent: Council Members - None


Alice M. Reimche
City Clerk

November 29, 1988

PERSONNEL ANALYST

DEFINITION:

Under the general direction of the Personnel Director, to perform professional personnel work in a variety of areas including recruitment and selection, labor relations, classification, salary administration, training, benefits, affirmative action, employee assistance, workers' compensation, and to perform other related work as required.

DISTINGUISHING CHARACTERISTICS:

This is a journey-level class and performs technical personnel work. Incumbents of this class are expected to carry out their assignments without detailed instructions or guidance. Incumbents are expected to be independently responsible for particular duties for which guidelines have been established.

SUPERVISION RECEIVED AND EXERCISED:

Receives general direction from the Personnel Director.

May exercise indirect supervision over assigned clerical personnel.

EXAMPLES OF DUTIES:

Duties may include, but are not limited to, the following:

Plans and coordinates recruitments; develop job announcements and supplemental questionnaires, advertises jobs through various media forms; and accepts and screens employment application materials.

Develops, administers and scores examinations; establishes eligibility lists.

Interviews candidates and chairs qualifications appraisal panels.

Provides information and interpretation regarding City personnel rules, regulations and procedures.

Performs job audits and analyses of individual positions, classes, and series of classes.

Writes classification specifications, examination documentation, and other reports as assigned.

Conducts salary and fringe benefit surveys,

Responds to inquiries (written and verbal) regarding salary, benefits, and classification issues.

Provides staff assistance relating to labor relations.

Assists in developing and providing in-house training and coordinating training programs.

Works with departments on personnel problems, staffing needs, and interruption of personnel policies and procedures.

Prepares correspondence.

Inputs and retrieves **data** from computer **system**.

Performs other related duties as assigned.

QUALIFICATIONS:

Knowledge of:

Principles **and** techniques of **recruitment** and selection of personnel including job analysis, **test** development, and validation methodology.

Applicable **Federal** and **State** laws and regulations.

Employee relations and discipline.

Interviewing theory and practices.

Methods used in the development and administration of position classification and compensation **plans**.

Fundamental principles and practices of public personnel administration.

Current trends in personnel administration-

Methods of basic statistical **analysis**.

Legislation pertaining to **equal employment** and affirmative action programs.

Ability to:

Analyze, collect, and interpret **data** and utilize it in writing clear and concise reports.

Perform job audits **and** write class specifications,

Interpret and **apply** rules and regulations,

Establish and **maintain** effective working relationships with department officials, employees, and the public.

Experience and Education:

Any combination equivalent to experience and **education** that would likely provide **the required** knowledge and abilities would be qualifying. A typical combination is:

Experience:

One year of experience **performing** professional level personnel work.

Education :

A Bachelor's **degree** from an accredited college or university with major course work in public administration, **political** science, **business** administration, or a closely related field.

PERSANAL/TXTA.04P